CARE ADVANTAGE

REVIEW OF PSYCHOMETRIC ASSESSMENTS - GUIDELINES

Purpose

To provide guidelines around the process of conducting an internal review of the alignment and effectiveness of the psychometric assessments used for pre-employment screening.

Background

The Care Advantage behavioural screening adds additional insight into the Personality, Attitude to work, job fit, processing speed and engagement of job applicants. Together with further insights gained via other parts of the pre-employment screening process, this provides a more complete picture before making a hiring decision. As such, the chances of making so-called hiring mistakes are reduced, which aids in reducing staff turnover.

Although the information from the assessments is recommended to be used as one piece of the overall puzzle, the insights can help to prioritise the order in which to review job applicants. The results highlight those candidates deemed more suitable for a certain role and those who are more likely to pose a risk. Being able to quickly identify the more suitable candidates helps to focus further screening efforts and speeds up the recruitment process.

In addition, the insights from the Personality Assessment can help hiring managers to better understand the preferred work style of the employee and adjust on-boarding, development or coaching efforts accordingly.

Lastly, the insights from the Personality Assessment in combination with objective measures of performance of those who completed the assessments can help to identify the "better suited" personality profile for certain roles. An internal benchmark can then be created and used to compare future applicants against.

Review options

We can suggest the following review options:

1. HR/Employee Metrics Review
2. Blind Recruitment Study
3. (Quasi) Experimental Study
4. Retrospective Review

HR METRICS REVIEW

Requirements for review

Establishing baseline measures – preferably before implementing the behavioural assessments – is important to measure change.

Relevant Measurements

The following measurements are relevant and useful. The more objective the measure, the more useful it is. This is not an exhaustive list.

- Staff turnover rate (annually, monthly)
- Staff turnover rate in first 12 months of employment (how long do new starters stay)
- Involuntary turnover (number of employees who had to leave to business involuntarily. Those that you would not want to rehire.)
- Average Tenure
- Time to fill a vacancy
    - Impact on Agency Cost
- Time to create a shortlist
- No shows at interview
- Quality of shortlist (subjective)
- Conversion rate from shortlist to hire
- Job performance (based on official performance measures or more subjective measures)
- Number of misconduct cases, investigations and/or dismissals
- Reason for termination or resignation (from exit interview)
- Effectiveness/experience of on-boarding process or development efforts (subjective)
- Employee engagement (depends on many other factors as well)

Having established which baseline measures will be used for the review, you can then compare these measures after 6 months and 12 months of use of the behavioural assessments.

It is important to be aware of any other variables influencing a change in measures. For example, a new recruitment approach, new technology, a change in culture at a certain location, broad-business changes, factors out of your control etc.

BLIND RECRUITMENT STUDY

Another way to measure the effectiveness of the assessments is to conduct a blind recruitment study. This is where the assessments are included as part of the recruitment process, but the results are kept sealed. The final hiring decision(s) is based on other screening efforts.

Then, after a certain amount of time, the performance (including terminations/investigations etc) of the hired employees is reviewed and compared against their assessment results.

(QUASI) EXPERIMENTAL STUDY

Another option is to use a more experimental approach, whereby for a certain role in a certain location the assessments are used as part of the recruitment screening process and then around the same time for a similar vacancy in the same location the assessments are not part of the screening process (control group).

Again, after a certain amount of time the performance results (including terminations/investigations etc) of the employees are measured and the difference between the two groups will help determine the effectiveness of the assessments on job performance.

RETROSPECTIVE REVIEW

If baseline measures are not available, a retrospective review of the assessment results compared against performance results can be used on employees who were hired and completed the assessments as part of the recruitment process.

This can also be used on longer-term employees who have not yet completed the Personality Questionnaire.

MEASURING PERFORMANCE DATA

The challenge lies in getting objective performance feedback, especially if no formal annual performance review or performance-based pay is in place.

Our suggestion is to establish a couple of performance factors and ask each hiring manager to rate their employee according to those factors. For example:

Productivity and Quality

Poor	Average	High
Employee regularly fails to perform required tasks by the deadline.	Employee performs most required tasks by the deadline.	Employee consistently performs all required task by the deadline
Employee's quality of work if average to poor most of the time	Employee's quality of work is good most of the time	Employee consistently shows a high quality of work

Attendance

Poor	Average	High
Employee regularly has unexplained time off work. Attendance is poor.	Employee attendance is good most of the time.	Employee attendance is impeccable.

Feedback from clients/patients/residents

Poor	Average	High
Feedback from residents/clients includes negative feedback and complaints.	Feedback from residents/clients is good with an occasional improvement suggestion or compliment.	Feedback from residents/clients is consistently positive.

You can choose to include any other measures or keep it simple to one question:

How would you rate your employee's overall work performance?
Poor, Average, High

Also, for poor-performing employees, it is important to ensure the poor performance is not related to (temporary) external factors, such as private problems or a lack of education/training or even issues with a colleague or manager.

An evaluation template is included in this document.

Data collection

The more data, the better, however as a minimum we recommend reviewing 30 employees, preferably those who completed the assessments in the past, as this data is then already available in the platform.

1. Identify participants for the review (employees)
    a. Preferably those who have been employed for at least 3 months
    b. And have completed the Care Advantage assessments
2. Establish which data you want to gather (average performance or more detailed performance measures) and how you want to gather that data:
    a. Online survey
    b. Direct contact with hiring managers
    c. Review performance feedback
    d. Review residents/client feedback
3. If employee has not completed the assessment(s) yet, ask them to complete the Personality Assessment only
    a. Optional are Cognitive and Engagement
    b. Do not include Attitude
4. Summarise data
    a. Alternatively, provide Care Advantage with the raw data for summarising and analysis
5. Analyse data
    a. Exclude data from employees who exaggerated extremely (10) on the Good Impression scale in the job fit report
    b. Include information from the specific Personality Traits and group employees together who work in the same role. Also look at performance data for certain areas/tenures or cognitive result (if used).

WHAT TO LOOK OUT FOR

Personality/Job Fit

If the correct Job Fit benchmark was used, ideally we want to see high performers with higher job fit scores and poor performers with lower job fit scores, after excluding other variables that could have contributed to the performance result.

Secondly, when mapping the individual personality traits, you're looking for certain traits that seem to be correlated with a certain performance rating. For example, most high performers in a Care Worker role tend to score mid to high on the Tough-Minded scale. Or most poor performers tend to score low on the Stable scale. (These are examples only).

- ⇨ This detailed trait information can then be used to create your own custom benchmark

Attitudes

The result of this assessment is more tricky to measure, as most of our clients won't proceed with candidates who score a strong Serious Concern in certain area(s). As such the data is skewed before even using it.

Regardless, you can look at the overall and detailed Attitudes scores compared to Job Performance rating as well as termination/misconduct information.

Then you can also look at the following comparisons between certain Attitude results and Personality Trait scores:

- The result on the Conscientiousness scale (Attitudes) and the result on the Conscientious Scale (Personality)
- The result on the Hostility scale (Attitudes) and the result on the Tough-Minded Scale (Personality)
- The result on the Good Impression scale (Job Fit) and the result on the Good Impression Scale (Personality)

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EVALUATION FORM (SAMPLE)

Job Fit and Performance

Organisation			
Participant First Name		Participant Surname	
How long has the employee been employed in their current role?			
Educational background			
Job Description			
Manager Name			
How would you rate the employee's current job performance	**Less than satisfactory**	**Satisfactory**	**More than satisfactory**
Quality of Work			
Work consistency			
Work independently			
Take initiative			
Productivity			
Honesty			
Integrity			
Client relationship			
Dependability/Attendance			
Cooperation and teamwork			
Stress resistance			
Level of empathy			
Behavioural Screening Results			
Job Fit Score*		%	
Benchmark Used			
Good Impression - Job Fit		If 9 or 10, ignore results	
Attitude Overall Score			
If Attitude Concern, which area(s)			

* Detailed score per Personality Trait will be looked up separately and can be used for custom benchmarking purposes.